

Northwestern University  
Minutes of the Faculty Senate  
Guild Lounge - Evanston, Wieboldt Hall 421 - Chicago  
April 18, 2018

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The regular monthly meeting of the Northwestern University Faculty Senate was held on April 18, 2018 at Scott Hall's Guild Lounge in Evanston, IL with videoconferencing to the Chicago campus in Wieboldt Hall 421. A number of Senators participated remotely. President Robert Hariman called the meeting to order at 5:08 p.m. A quorum was present, and the President noted the electronic approval of the February minutes.

President Hariman welcomed the Senate and introduced Chair of the Board of Trustees J. Landis Martin. Mr. Martin first spoke about the Board of Trustees' vision for the University. He said that Northwestern continues to be on a strong path thanks to strong financial footing, outstanding research, and excellent undergraduate students. Mr. Martin underscored points made by President Schapiro in his Conversations with the President talk. Namely, Northwestern's research prowess continues to grow, reaching beyond \$700 million at the end of this year. Also, Northwestern's student body continues to diversify with over eighteen percent Pell eligible undergraduates in the most recently admitted class. In addition to this, undergraduates are increasingly choosing Northwestern as their top choice. The WeWill campaign is still a main focus, according to Mr. Martin, and as of December 31, 2017, Northwestern's endowment is at \$10.8 billion and the WeWill campaign has surpassed its goal of \$3.5 billion, now sitting at \$3.8 billion.

Mr. Martin stated that the Board functions as a strategic governing body with a sharp focus on the long term health of the University. With that in mind, he pledged to remain engaged in dialogue with all University stakeholders, which of course includes faculty and students. The Board recently concluded a retreat in Arizona. Topics discussed at the retreat included research, both in terms of growth and potential impacts on society; arts and the humanities; student experience; and University finances. Mr. Martin said that the Board stands behind the administration and they are monitoring University finances very closely.

In the spirit of collaboration, Mr. Martin said the Board recently appointed a Faculty Senate member to the Academic Affairs Committee. Mr. Martin reiterated his earlier commitment to working with all

University stakeholders and said that partnership with the Faculty Senate will continue to strengthen ties between the Board, faculty, and the administration.

Mr. Martin then opened the floor for questions.

A Senator asked to hear more about what the Board discussed regarding the arts and humanities and their contribution and place at Northwestern. Mr. Martin said the Board considered further collaboration between the humanities and STEM fields. President Schapiro and Provost Holloway will be reporting further on ideas that emerged from sessions the Board held on this issue.

A Senator asked if the Board made recommendations for balancing the budget? Mr. Martin said that at the time of the Board retreat, the letter Provost Holloway sent out was a few months old. The Board did not consider deviating from the plan Provost Holloway put forth in that letter.

A Senator asked more explicitly about the budget. She said that Mr. Martin's talk seemed to indicate the University is no longer in a financial shortfall, contradicting the point Provost Holloway made to the Senate earlier in the year. Mr. Martin said the University does have a financial shortfall. Northwestern is on a track where the University is spending more than it is bringing in, and spending has to be reduced to a level that matches input. He said Northwestern's goal is to reach a full balance by next year. The Senator followed up the comment with another, stating that there are rumors that staff positions will be cut. The Senator said Provost Holloway stated that capital projects would be deferred, but staff positions are safe. The Senator then asked if that is still the case with the most recent financial projections? Mr. Martin said he stands by what Provost Holloway said. Senate President Hariman noted that, according to his recollection, Provost Holloway had not said that staff positions are safe, but rather that the administration was committed to not cutting academic positions. Vice Provost for Academics Lindsay Chase-Lansdale added that current staff positions are safe because, instead of direct cuts, Northwestern is employing position management strategies, which means, for the time being, that open positions may not be filled.

A Senator referenced the \$1 billion sponsored research goal mentioned earlier and asked how faculty members can change the way they operate to contribute to that goal? Mr. Martin said it will take faculty hires, a high hit rate, and strategic investments in facilities.

A Senator asked Mr. Martin how the Board and the faculty can collaborate to further the University's mission? Mr. Martin said he believes the faculty and the Board have been working together quite successfully. More specifically, he referenced the luncheon with the Faculty Senate, a high point of the year for many Board members. The Board recently heard from department chairs and assessed needs at the department level. Mr. Martin also pointed to the recent appointment of a faculty member to the Board as a way for the Board to continue to interact with faculty.

A Senator, referencing the \$1 billion in sponsored research goal, said one way to reach that number is improving graduate student support. Mr. Martin said the Board understands how important graduate students are to research and promised to remain vigilant in a competitive market.

A Senator asked Mr. Martin if he felt the recent construction had been profligate and unnecessarily expensive, and was perhaps the cause for the recent financial setbacks? Mr. Martin said that he does not believe Northwestern has been unwise in their infrastructure investments.

A Senator asked what specific areas the Board would like to make strategic investments in over the next few years? Mr. Martin said Northwestern has made significant hires in Engineering and Medicine, along with the investments in infrastructure (research facilities, Global Hub, Pick-Staiger Concert Hall), that indicate the direction he sees Northwestern heading. He emphasized the sciences being very important in Northwestern's future.

A Senator mentioned the upcoming elections in November, and asked if the gubernatorial election in Illinois will have an effect on Northwestern? Mr. Martin said it is interesting how many elections do not impact Northwestern, and that Northwestern would thrive regardless of the electoral outcome.

A Senator commented on the increase in diversification of the undergraduate student body and remarked on how it has positively affected their teaching experience. The Senator then asked if the Chair has given consideration to the long-term benefit of accepting more diverse students and continuing to cultivate their contribution? Mr. Martin remarked that he is thrilled with the effort to diversify Northwestern and the many benefits that result.

President Hariman thanked Mr. Martin for his contributions to Northwestern and for speaking before the Senate.

President Hariman then gave a report. Due to the swatting hoax last month that cancelled the March meeting, President Hariman's report for March was delayed. He first corrected an error he made during the February meeting: non-Senators will be allowed to listen to recordings of the meetings in the Senate office with a Senator present.

In March, emails were sent to department chairs and deans notifying them of Senators whose terms were coming to an end. President Hariman said Senators completing their first term are up for reelection; Senators completing their second term are no longer eligible to run.

President Hariman noted the upcoming vote for President Elect on June 6. He welcomed any nominations. He noted the support provided for Senate leadership position: four course releases over three years, a research stipend each year, and a salary stipend during the Presidential term. He also noted the importance of the position for the Senate and faculty generally, and that he had found it demanding but highly worthwhile.

President Hariman announced that the Senate received an invitation to have dinner at President Schapiro's house on Thursday, June 7, the day following the Senate's last regular meeting. Invitations to all Senators will be forthcoming, but there will not be room for all at the dinner. Therefore, the Senators are encouraged to reply promptly to the invitation. Seats will be secured in order of acceptance, while those unable to attend need not worry about missing this last Senate event of the academic year.

A Senator asked President Hariman why Senators are not allowed to serve more than two terms. He responded that the Bylaws stipulate that Senators only serve two terms, but he does not know what reasons for the rule were operative at the time it was approved. He noted the likely attempt to balance both experience and new perspectives.

The Governance Committee presented the following resolution to amend the Bylaws for first reading:

*Resolved,* That the Bylaws of the Faculty Senate be amended as follows:

*Article III, Section 4:* Strike out “after consultation with the immediate past and present members of the Standing Committees”

A modification of the text would be as follows:

*Article III The Executive Committee:*

Section 4: The Executive Committee constitutes the leadership of the Faculty Senate. Nominees for the chairs of the Faculty Senate Standing Committees will be recommended to the Faculty Senate by the President, Immediate Past President, and President Elect of the Faculty Senate ~~after consultation with the immediate past and present members of the Standing Committees~~ for a confirmation vote by the Faculty Senate at its first meeting in the Fall Quarter. Nominees must be members of the Faculty Senate at the time of their nomination. Faculty Senate Standing Committee chairs will serve a one-year term that is renewable.

Following the Governance Committee’s resolution, the Non-Tenure Eligible Committee gave a report on the resolution presented to the committee last November. The committee recommended not endorsing the resolution from last November and presented the following written motion:

The Faculty Senate believes that Northwestern University should be an academic community in which all faculty are provided with institutional support for the teaching, research, and service that is expected of a great university. Therefore, the Senate recommends that the University response to concerns about inadequate support for the Non-Tenure Eligible faculty should not wait on resolution of National Labor Relations Board decisions regarding unionization. We reaffirm our strong commitment for measures that can be taken to improve salaries, benefits, and other conditions of professional work for NTE faculty, in order to achieve equity and reward excellence for all faculty at Northwestern.

The motion was seconded. President Hariman then opened the floor for discussion. Immediately following that, an amendment to the resolution was offered:

The University should withdraw its appeal, accept the judgement of the National Labor Relations Board, and enter into negotiations with the union.

The Senate debated the amendment. Afterwards, the Senate rejected the amendment with 33 no and 8 yes votes. The Senate then held a vote on the original motion, which passed with a vote of 40 yes votes and 6 abstentions.

The Educational Affairs Committee presented the following proposal to the Senate:

Student teaching evaluations (CTECs) are used throughout the Northwestern community by undergraduate and graduate students weighing their choices; by faculty in order to assess and improve their performance; by department chairs, program directors, and deans in the course of annual faculty review and curricular matters; and by faculty committees and members of the administration in promotion and tenure deliberations. There is substantial variation across academic units in design and administration of the CTECs, as well as a wide range in faculty satisfaction with the instrument. In order to ensure that CTECs optimally serve the several purposes of course evaluation, the Senate proposes that the University should review the CTECs and suggest revisions for improvement. This process should involve stakeholders across the university, including the Senate, and take into account current research on implicit biases in teaching evaluations. The review should also consider best practices in administering the questionnaire, and revised CTECs should aim to offer a reliable and fair source of feedback on pedagogy and professionalism. Specifically, we propose that, where appropriate, the questions be reformulated to better reflect learning objectives and student experience.

The Senate unanimously approved the proposal.

As a matter of old business regarding a previous discussion of sexual misconduct policies, a Senator then gave a brief presentation on the phrase “presumption of innocence.”

The meeting adjourned at 6:55 p.m.

Jared Spitz  
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